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30 October 1956

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Report of Field Trip to the Far East

Document No. <u>34</u>
No Change in Status <input type="checkbox"/>
<input type="checkbox"/> <u>1889</u>
Date <u>27 APR 1979</u> <u>3 2 9 35</u>

1. This memorandum is for information only.

2. During the period 21 August to 26 October 1956, the undersigned visited Agency activities and installations at [REDACTED]

[REDACTED] the primary purpose of this trip was to familiarize ourselves with living and working conditions and activities in general so that we might better perform our duties at headquarters. At every station we met and talked with most of our people. Many problems were solved and questions answered satisfactorily on the spot. Colonel White will pursue others with the appropriate headquarters components to insure satisfactory solutions or answers where possible.

3. The Support function at our field stations has steadily improved during the past few years and in general is being well handled. With a few exceptions, even where there are shortcomings most personnel feel that they are better supported than other United States Government agencies in their areas.

4. Communications support is outstanding throughout the area. Finance is also excellent, as is Security. Logistics, which is of great importance in this area, ranges from "good to excellent" and is improving steadily. However, we have not yet developed a satisfactory Financial Property Accountability System in which both Logistics and the Comptroller have a responsibility. In general we know what we have and where it is. We don't know what it cost or what it is worth. This is important to planning and budgeting. It is essential if we are to know how much a given project is costing or that it stays within its approved allocation. For example, when part of the funds approved for a given project are obligated at headquarters, part in the field, some property drawn from headquarters, some from the field, some drawn from the military services, some procured locally in the field, etc., we have no system which will provide those responsible with the necessary information to properly administer the project. A machine method attempted [REDACTED] failed. It has been abandoned and a cheaper manual system is being implemented. It will take several months to solve this problem satisfactorily.

5. Our real estate holdings in the Far East area are very substantial. We have more office space than we now need [REDACTED] we will have additional excess office space [REDACTED] when the [REDACTED] base displaces forward to [REDACTED] and we have excess office space, warehouses, and quarters [REDACTED]

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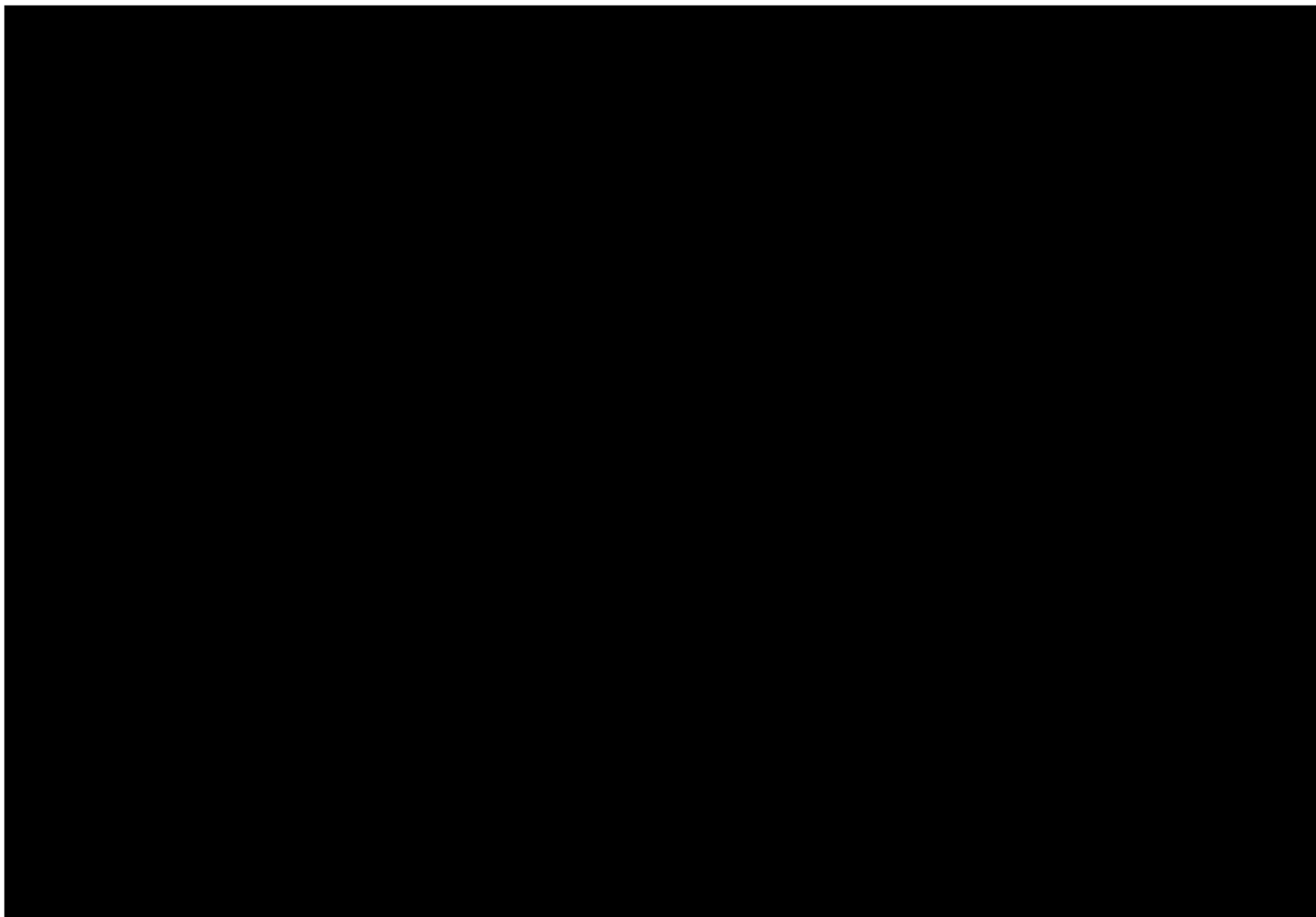
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3. There are still many seemingly inexcusable delays in headquarters' responses to field dispatches and cables. This is a complaint heard at every station. Field personnel usually put a good deal of thought and time into the preparation of cables and dispatches and do not understand failure to respond promptly or not at all. In addition, [REDACTED] policy guidance generally are all too slow in reaching the field. Other Government agencies affected by the same policies, etc., almost invariably get such guidance to their field personnel long before we do.

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2. We have done our poorest job in the handling of our greatest asset, personnel. Responsibility for this must be accepted by the Agency as a whole and not by the Office of Personnel or the PM Division alone. In some cases we have not provided a position for a Personnel Officer in a station table of organization where one is needed. At small stations where we obviously can't afford a full time Personnel Officer we have frequently failed to insure that the Administrative Officer or Administrative Assistant had reasonably good training in personnel procedures. We have all too frequently failed to supply

well trained and qualified Personnel Officers when suitable positions have been provided.

10. It is the exception and not the rule when personnel are notified by their career services of their next assignments prior to their arrival in Washington. This is of great concern to most people, involving as it does clothing, shipment of household goods, school arrangements for children, etc. Rotation questionnaires which field employees are required to fill out and send to headquarters are rarely acknowledged. It is difficult to convince field personnel that the obligation of our Career Staff to "serve anywhere and at any time and for any kind of duty as determined by the needs of the Agency" means

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not surprising that field personnel have a "tongue in cheek" attitude toward the Career Service generally and are "from Missouri" when told that "walking the corridors" to find a job upon return to headquarters from a field assignment has been practically eliminated. On many occasions we were unable to explain why the Department of State was able to fill its vacancies at "hardship posts" where we can't, even though their personnel...particularly clericals...are not as well paid as our own. The answer, we believe, lies in "directed" assignments. With the Agency leveling off or reducing in strength, and a low rate of attrition, we believe that we can no longer make the best use of our personnel unless after considering one's personal preference and circumstances we direct his assignments. First consideration in choosing an individual for a particular job should be his qualifications, not his willingness to go. If it is necessary to direct his assignment to a hardship post...which may be very inconvenient for him personally...this should be done anyway, and we should then insure that his next assignment is one more pleasant and convenient. At every station visited field personnel in general indicated their understanding of this problem and their preference for "directed" assignments; their personal preference and circumstances, of course, being taken into consideration. However, many questions were asked about the possibility of rotation among the several geographic areas and it was not uncommon to hear an expression of fear that "the same old dysentery-ridden troops would be asked to return to hardship posts in the Far East again and again." We believe that a "directed" assignment system honestly and fairly administered would be accepted by our Career Staff and that it is essential to the successful accomplishment of the Agency's mission. Under the present system we certainly are not insuring that the best qualified man for a particular job is in it.

25X1A 11. Despite these shortcomings, the morale of our people, with the possible  
25X1A exception of [REDACTED] is good. [REDACTED] the Chief of Station at [REDACTED] appears to be carrying a heavy load and his personal enthusiasm is largely re-

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responsible for maintaining morale at even a satisfactory level. Working and living conditions can and will be slightly improved. However, the greatest single thing that could be done to boost morale would be to send immediately to this Station a very small number of personnel highly qualified to accept the responsibilities and carry out the duties essential to the successful accomplishment of our mission there.

/s/

L. A. WHITE  
Deputy Director  
(Support)

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/s/

[REDACTED]  
Executive Assistant  
to the Director

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